# 417th BSB

# Human Resource Plan

# FY 2002-2003

WE MAKE A DIFFERENCE

**Kitzingen, Würzburg, Giebelstadt**

# 417th BSB HUMAN RESOURCES PLAN

**Forward:**
**Integrating the Army Performance Improvement Criteria Throughout the 417th Base Support Battalion**

The Department of the Army is progressively adopting the Army Performance Improvement Criteria (APIC) as a map to guide Army Installations worldwide in the pursuit of efficiency and in meeting the challenges of the 21st Century. The APIC provides a disciplined approach to addressing customer and operational requirements, as well as continuous change. The 417th BSB is IMA-E's leader in the application of APIC principles in our quest for excellence in the delivery of products and services to the Giebelstadt, Kitzingen, and Wuerzburg military communities. We accomplish this through proactive planning, strong leadership, listening to our customers, measuring how well we perform, and constantly evaluating ourselves and our operational processes.

The 417th BSB accomplishes all of these things with our people—our Human Resources. One of the eleven core values of the APIC is Valuing Employees, which includes challenging, mentoring, training, empowerment, motivation, rewards and recognition, and soliciting their advice and suggestions for planning purposes. One of the seven categories of the APIC, Human Resource Focus, aids us in an annual evaluation of how well we manage and develop our workforce. Whether soldier, DA civilian, local national, or volunteer, each and every employee plays a critical role in accomplishing our mission and in achieving our vision.

Divided into three areas, this plan addresses the seven key areas of Human Resource Management and their important to the success of our organization. The plan includes an analysis of our Strengths, Weaknesses, Opportunities and Threats (SWOT) addressing our operational environment and the impact it has on our planning. Finally, a synopsis of our Human Resource (HR) goals and action plans is included. The plan is intended to guide managers in developing our workforce to facilitate the achievement of the BSB Strategic Goals, and questions regarding its contents should be addressed to the Human Resources Strategic Area Team (HRSAT) and the battalion Executive Officer.

**Human Resources:**
**Key to Delivery of Quality Customer Service and Continuous Improvement in the 21st Century**

Our employees are the most critical factors in the success of the 417th BSB. They are the single most important element in delivering quality customer service to our patrons and in achieving our Strategic Goals. The Strategic Goals of the 417th BSB are:

- Optimize Force Protection
- Facilitate Operational Readiness and Deployment
- Actively Manage Facilities and Infrastructure
- Recruit, Attract, and Develop Customer-Oriented Employees
- Optimize the Management of Information Technology (IT) Policies, Concepts, Education, and Delivery
- Provide the Best Programs and Services with the Resources Available and Continue to Strive to Improve Products and Services
- Provide Quality Youth Programs
- Maximize Stewardship of the Environment

Linkage and alignment are terms frequently used in the APIC, referring to the continuum of effort from planning to execution, from leadership to priorities in the application of resources, and from stated goals to results. Nowhere is this continuum of effort more critical than in the management and development of Human Resources. Leadership decisions regarding our employees, from recruiting and training, to evaluating and rewarding, should be based on the Strategic Goals, mission, and vision of the 417th BSB. Where do we need manpower the most? What do our customers require of us? What tools do employees need to accomplish their jobs? What training do they need? How do we best solicit employee input on work design, process design, and long-range planning? What rewards are most appropriate and most valued by our employees? What are the needs of our employees for job satisfaction and for professional development? This publication addresses these questions systematically, employing the framework of the APIC principles.

THOMAS H. FASS
LTC, EN
Commanding

# 417th BSB HUMAN RESOURCES PLAN

## Human Resource System Dynamics: Pillars of the 417th BSB Human Resource Management System

The 417th BSB Human Resource Management System (HRMS) is comprised of seven pillars which support our HR Vision:

*A workforce that is motivated, efficient, customer-focused, and satisfied with their employment in the 417th BSB.*

These pillars include:

- Attracting and Recruiting
- Education and Training
- Communication
- Work and Job Design
- Employee Involvement
- Recognition
- Well-Being & Satisfaction

As a system, these pillars work cyclically, dependent on extensive interconnectedness.

## HR Management System Cycle

A new employee enters the cycle as he or she is hired or promoted to a new position. Each is trained and educated according to the job requirements. Records are kept and information is communicated to leaders and employees through a variety of methods. Employees are involved in planning and change through several means—sometimes jobs are redesigned and processes are changed to meet changing mission requirements and customer demands. The well-being and satisfaction of the workforce is measured and reinforced by managers and supervisors. The efforts of our employees are recognized through awards, evaluations, and mentoring. Sometimes, the recognition comes as an employee leaves the organization, and the cycle is renewed as a new employee is recruited and hired.

Interrelationships between system components offer opportunities to capitalize on force multipliers. For example, offering educational opportunities to a motivated employee can aid a supervisor in increasing employee involvement in planning or in the service design process. That same educational opportunity usually increases employee satisfaction, which in turn motivates the employee to become more involved and more

productive. Recognition and positive reinforcement also serve to catalyze employee involvement and promote employee satisfaction.

As leaders, we must constantly be aware of the dynamics of the HR System and its components. By focusing on the vision statement and striving for customer-driven quality, we can consistently achieve excellence in service. The vision of the 417th BSB is:

**The Army's Base Support Leader, committed to anticipating and responding to our customers' needs. A team of quality soldiers and civilians:**
- **Committed to the Army Values**
- **Contributing to balanced readiness**
- **Providing wholehearted stewardship of resources and the environment.**

**Meeting the challenges of today…tomorrow…and the 21st Century**.

With this vision, and the mission given to us by the 98th ASG, we develop strategic goals for the BSB to ensure a long-range view of the future and to ensure a focus on customer requirements and performance over time. These goals are used to develop action plans, or roadmaps to achieving the goals. Similarly, HR goals and action plans have to be developed to support the achievement of the Strategic Goals. The HR goals are divided into component categories. The seven identified pillars collectively make up the HR System for the 417th BSB. This booklet addresses each pillar in turn and describes the dynamic relationship of each to the other.

## Attracting and Recruiting

The caliber of the people that an organization hires is one of the most important determinants of its success. In other words, finding and hiring the right people for the job is the cornerstone for continuous improvement in the BSB.

Managers and leaders use Modern, SIDPERS, and other automated systems to access and track hiring actions, pursue career advancement, manage employee actions, and maintain critical HR databases. Current and potential employees use the Internet and the automated RESUMIX System to learn about and compete for jobs. Before announcing a vacancy, supervisors identify key skills necessary for meeting the mission and goals of a particular job

so that referral lists provide those candidates most qualified for the position.

The 417th BSB has become highly proactive at selecting the best candidates for managerial and senior leadership positions. For grades GS-9 (or equivalent) and above, selection boards are assembled from members of the primary staff, customers, partners, and suppliers who identify and prioritize the most important criteria, evaluating and recommending the most qualified applicants accordingly. With the help of the Civilian Personnel Assistance Center (CPAC), we conduct periodic job fairs, where applicants are rated and hired on the spot in order to fill positions historically difficult to staff.

We ensure that the diversity of our workforce reflects that of our community through the execution of the annual Affirmative Employment Plan (AEP). This plan identifies weaknesses or disparities in minority hiring and develops action plans to correct them. Additionally, the Equal Employment Opportunity (EEO) and Equal Opportunity (EO) offices sponsor a large number of ethnic and cultural observances, events, and seminars throughout the year to celebrate the diversity of our workforce.

## Education and Training

Due to turnover and process changes, continuous Education, Training, and Development (ETD) of our workforce is critical to maintaining optimum performance across the 417th BSB, particularly in the areas of computers, leadership development, customer service, Total Quality Management (TQM), and regulatory compliance. In order to ensure that these training needs are met, and that their related costs are minimized, we have designed and implemented Individual Development Plans (IDPs), which all civilians GS-5 (or equivalent) and above must complete. This approach serves two purposes. First, we are able to identify common training needs and validate the creation and convening of classes locally, rather than sending our employees to other locations at a much greater cost. Additionally, the 417th BSB, in partnership with the 98th ASG, provides computer skills training to employees at no charge. We place great emphasis on programs through which our staff are trained to provide the same courses to our own employees. For example, we have trained our staff to provide Leadership Education and Development (LEAD), APIC, and Consideration of Others

(CO2) training. Individual Development Plans serve another purpose as well. Accomplished in conjunction with their performance rating schedule, supervisors and employees have the opportunity to identify both the skills necessary to accomplish annual objectives and the courses necessary to advance in their career fields. Our approach to ETD is evaluated at least annually by the HRSAT using feedback from our internal Customer Information Channels (CIC).

In the development of IDPs, the Strategic Goals and objectives of the 417th BSB must be considered, as well as the skills necessary for our employees to perform assigned duties. Collectively, the IDPs identify mandatory and desired training, assisting in developing our Strategic Training Plan (STP), used to allocate training resources for the coming Fiscal Year.

We evaluate our approach to ETD using three different criteria: reaction, learning, and results. Reaction is gauged by both formal and informal surveys, focus groups, and our Employee Climate Index (ECI). Learning is measured by post-course testing, which we use in conjunction with many of our computer courses, and by role-playing to evaluate the effectiveness of customer service or Effective Briefing Techniques courses.

We further evaluate the effectiveness of training through other business results. For example, we can link a proportional increase in customer satisfaction to an increase in the number of employees receiving customer service training.

## Communication

Due to the geographic dispersion of the 417th BSB, good communication between the Commander, the Executive Staff, the Area Support Team (AST) Commanders, the Directorates, and individual employees is critical to our success. As a constant reminder to share information, the question "Who Else Needs to Know?" is painted above the door in our conference room. To tackle this challenge, we have many tools in place to ensure effective information dissemination across work units and locations within the battalion (Figure 1-1). Most effective is the team approach to almost everything we do within the 417th BSB, as it promotes work units to share expertise rather than look at each other as competitors.

# 417th BSB HUMAN RESOURCES PLAN

| Media Used | Purpose | Senior Management | Management/ Supervisors | Front-Line Employees |
|---|---|:---:|:---:|:---:|
| DCG Report | Disseminate Info on Community Events | X | X | X |
| Electronic Marquees | Disseminate Info on Community Events/Job Opportunities/Work Group acoomplishments | X | X | X |
| Crusader/Community Newsletter | Info on Community Events | X | X | X |
| Staff Calls | Sharing of Info for Cooperation and Collaboration on Projects, Challenges, Best Practices and General Information | X | X | |
| Community Newsletter | Disseminate Community Info to Employees, Customers, Partners/Suppliers | X | X | X |
| Business Results Brief | Communicate Business Results to Leadership, Employees, Partners | X | X | |
| Quality Management and ACOE Training | Valuable Training which Teaches Cooperation/Communiation and Collaboration for the Good of the Entire Organization | X | X | X |
| New Employee Orientation | Introduces all the Agencies within the Organization and how they Function Together | X | X | X |
| Manpower Meetings | Communicate Personnel Staffing Levels to Senior Leaders, Directors, Staff | X | X | |

Figure 1-1

## Work and Job Design

Thoughtful and effective work and job design promotes cooperation, individual initiative, innovation, and flexibility within our organization, which helps us to keep current with evolving business needs. But most importantly it allows us to do more with less, adapting to our environment of highly prohibitive resourcing. In order to be successful in this area, managers and senior leaders should focus on these four primary concepts and make every effort to apply them to daily operations:

Teamwork: About 60% of the time, management does not make the best decision. Better decisions are made by teams, especially teams who know the work in detail (workers and customers).

Empowerment: No one understands customer or process requirements better than those who deal with them directly and on a daily basis. Making it easy for our workforce to contribute to organizational improvement promotes both employee satisfaction and the effective and efficient use of valuable resources.

Flexibility: With most agencies of the BSB understaffed and given the crippling amount of time that it takes to fill some vacancies, we cannot afford to be inflexible. Cross-training should be a top priority for all BSB activities, and managers must continuously evaluate the effectiveness of traditional organizational structures, developing new ways to accomplish assigned work.

Involvement: Involving employees in the execution, analysis, and improvement of work processes will always lend itself to overall organizational improvement.

## Employee Involvement

The key to improving our organization is involving the entire workforce in the process. This includes encouraging and empowering people to be creative and to make decisions that will promote process improvement and customer satisfaction. The ultimate objective is to encourage innovation and initiative to the degree that improvement is organic to the way we do business. To facilitate this, the senior leadership of the BSB encourages training and employee development, discourages zero-defects managerial policies, solicits input from the workforce through a variety of mechanisms, and rewards "out-of-the-box" problem solving and process management.

# 417th BSB HUMAN RESOURCES PLAN

## Recognition

A high-performance work system includes mechanisms for rewarding desired behavior and results from employees. Rather than rewarding only longevity, seniority, or short-term results, all monetary and honorary awards should be intuitively linked to job performance, particularly as this relates to the Vision and Strategic Goals of the BSB, Total Quality Management (TQM) principles, and customer satisfaction. In all cases, the 417th BSB deploys an effective blend of short-term (On the Spot), long-term (for Sustained Superior Performance), financial, and non-financial awards that effectively drive performance. Further guidance on types of awards can be found in the 417th BSB Awards SOP. Perceived fairness of awards and recognition is our key indicator of the success of the program, and is reviewed at least semi-annually by the HRSAT.

## Well-Being & Satisfaction

Workplace health and safety is one of the 417th BSB senior leadership's priorities. With the establishment of the Health Promotions Council (HPC), we aim to improve not only the general health of the workforce, but also to improve workplace safety and to take a preventive approach to health, work-related hazards, and accidents. Routine work safety classes are offered by both the Safety and Environmental Offices, or scheduled as needed. Additionally, the BSB provides many programs and benefits that enhance the work climate of our employees. Tailored to the needs of all workforce segments, Figure 1-2 illustrates just some of these benefits.

The Commander's policy with regard to workforce diversity is that "Every commander, manager, supervisor, and employee is responsible for creating and maintaining a work environment free from sexual harassment, and discrimination based on race, sex, religion, age, color, national origin, disability or reprisal." The EEO Office is the primary agency responsible for ensuring that this policy is adhered to and that diversity in the workforce is not only celebrated, but also reflected in the population of our community.

| Program/Benefit | NAF | AF | LN | Military |
|---|---|---|---|---|
| Stress Management Courses | X | X | X | X |
| Tobacco Cessation | X | X | | X |
| Nutrition Education | X | X | | X |
| Physical Fitness Programs | X | X | | X |
| Drug and Alcohol Prevention Programs | X | X | X | X |
| Family and Individual Counseling | X | X | | X |
| Army Career Alumni Program | | | | X |
| Consumer & Financial Advisory Program | X | X | | X |
| Religious Counseling & Spiritual Fitness | X | X | | X |
| Child Care | X | X | | X |
| Family Leave | X | X | | X |

Figure 1-2

The HRSAT is responsible for determining key factors that affect the well-being and motivation of our workforce. This is accomplished by aggregating employee feedback through our many information channels, particularly the Employee Climate Survey (ECS) and concerns addressed during Employee focus groups. These factors, as prioritized by the HRPAT are:

- Effective Leadership
- Adequate Logistical Support
- Pleasant Work Environment
- Feeling of Empowerment
- Fair and Equitable Awards and Recognition
- Appropriate Training Opportunities
- Feeling of Team Membership
- Timely Counseling and Evaluations

# 417th BSB HUMAN RESOURCES PLAN

## Strengths, Weaknesses, Opportunities and Threats

| | Weaknesses & Threats | Strengths & Opportunities |
|---|---|---|
| **Attracting and Recruiting** | *Modern actions continually late<br>*Military fill rate is very low (70%)<br>*Child care and blue collar positions increasingly difficult to recruit and retain<br>*Continual threat of downsizing | *Job fairs are highly productive<br>*Modern speeds up recruitment actions<br>*Higher speed of connectivity<br>*Newly developed incentives for the recruitment and retention of child care workers |
| **Education and Training** | *Mission often overrides training<br>*Available TDY funds are highly restrictive<br>*Require more higher level management training<br>*Turnover is such that it is cost prohibitive to train many employees<br>*Low attendance in mandatory classes | *Individual Development Plans are viable tools to ensure employees receive necessary training<br>*Highly successful in bringing CHRMA classes to the area to avoid TDY costs<br>*Career mentoring sessions ensure that upper-level management is aware of necessary training<br>*Two viable training facilities and a computer classroom<br>*On-staff trainers for classes in great demand |
| **Communication** | *Poor in many areas due to geographic dispersion<br>*Employee Climate Survey scores are very low<br>*Many managers assume that there is no requirement for certain staff members to be informed | *Senior leadership "Open Door Policy"<br>*Employee Townhalls are effective<br>*BSB bulletin is effective in getting information out<br>*New Employee Orientation provides new staff members the opportunity to know where to go for what information |
| **Work and Job Design** | *Little cross training<br>*Many job descriptions are outdated<br>*Many identified inefficiencies need to be streamlined<br>*USAREUR and DA standardization of job descriptions could be detrimental<br>*Significant requirement for overtime hours with little funding to support | *MEO study identified many inefficiencies<br>*Managers are beginning to update job descriptions<br>*Consolidation of activities<br>*Approval levels being lowered |
| **Employee Involvement** | *Empowerment scores are low on Employee Climate Survey<br>*Low levels of risk taking<br>*Lower-level staff do not participate in goal development | *Empowerment ECI has gone up in the last three years<br>*Powering down of signature and decision-making authority<br>*Team approach is widely utilized<br>*APIC training is effective in teaching managers how to "let go"<br>*No "Zero Tolerance" policy |
| **Recognition** | *Need higher nomination rates for USAREUR-level awards<br>*Low ECI scores for equitability<br>*Few team awards | *Quarterly awards ceremonies are staunchly supported by leadership<br>*Modern makes it easier to give awards<br>*Tracking of awards discourages inequitability<br>*New types of awards are being developed |
| **Well-Being and Satisfaction** | *Employee Climate Survey results are not fully utilized to promote well-being and satisfaction<br>*CPAC ECI extremely low | *EEO mediation and focus groups<br>*No formal EEO complaints<br>*ECI continues to improve in most areas |

# 417th BSB HUMAN RESOURCES PLAN

## Goals and Action Plans

| | 2003 Goal | 2005 Goal | Action Plans |
|---|---|---|---|
| **Attracting and Recruiting** | Continue to Develop and Provide Incentives for the Recruitment and Retention of Hard to Fill Positions | Continue to Develop and Provide Incentives for the Recruitment and Retention of Hard to Fill Positions | Promote Supervisory Exit Briefs, Focus Groups with Current Employees, and In-Briefs and Develop Improved Ways to Advertise Vacancies |
| | Prioritize Recruiting Actions to Optimize Hiring Efforts | Review Prioritization Process Annually | Analyze Quarterly manpower utilization to develop hiring priority list. |
| | Train 90% POCs in Modern System | Train 90% POCs in DCPCS | Conduct Analysis of Staff Requiring Access, Increase Number ofSupervisory and Administrative personnel with Modern Access, Make Training Mandatory as Reflected in Support Forms |
| | 100% Workyear Utilization | 100% Workyear Utilization | Reduce Hire Lag, Continuously Identify Shortfall Areas and Temporary Requirements |
| | 75% Family Members of US APF and NAF positions to Total Strength | 75% Family Members of US APF and NAF positions to Total Strength | Improve Advertisement of Vacancies to Family Members, Ensure Priority is Given to Military Spouses for New Requirements in Lower Grades |
| | Reduce Hire Lag by 25% | Reduce Hire Lag by 25% | Increase Number of Staff with DCPCS Access, Ensure Priority Lists are Forwarded to CPAC, Continue Job Fairs and the Offering of Incentives for Retention |
| **Education and Training** | 70% Employees Have IDPs | 80% Employees Have IDPs | Include Fulfillment of Training Requirements Identified in IDPs on Individual Support Forms |
| | 75% Fulfillment of Mandatory Training | 85% Fulfillment of Mandatory Training | Promote On-Site Training to Prevent Mission Interference, Create Civilian Personnel Database to Monitor and Enforce |
| | 80% Fulfillment of Basic Supervisory and LEAD Training | 90% Fulfillment of Basic Supervisory and LEAD Training | Ensure that Requirements are Identified in Individual Development Plans, Conduct 2nd Iteration of Supervisory Training Assessment, Promote Train-the-Trainer Teaching |

# 417th BSB HUMAN RESOURCES PLAN

## Goals and Action Plans

|  | 2003 Goal | 2005 Goal | Action Plans |
|---|---|---|---|
|  | 100% Career Mentoring for all GS-11, C-6 and above | 100% Career Mentoring for all GS-11, C-6 and above | Proactively Plan Sessions with Appropriate Staff on Annual Basis |
|  | Improve Training ECI to 3.2 | Improve Training ECI to 3.4 | Promote the Fulfillment of IDP Requirements through Inclusion on Support Forms, Increased Command Emphasis on Providing Opportunities for Fulfillment of Requirements, Continue Locally Available Training |
|  | Continue to Provide CHRMA Classes on Location | Continue to Provide CHRMA Classes on Location | Proactively Plan Requirements through Informal Training needs Assessment, Promptly Forward Requirements to CHRMA, Ensure all Scheduled Classes are Filled |
| **Communication** | Develop Employee Handbook | Review and Develop 2nd Edition of Employee Handbook | Field Outline To Appropriate Staff Agencies for Review/Input, Final and Subsequent Reviews by the STAR and HRSAT |
|  | 80% New Employees Receive Orientation | 90% New Employees Receive Orientation | Promote Orientation Through Supervisors, Track through Human Resources Databank Once Developed, Follow-Up with Employees Who Did Not Receive the Training |
|  | Improve Communication ECI to 3.2 | Improve Communication ECI to 3.4 | See Below |
|  | 60% Mystery Information Accuracy | 70% Mystery Information Accuracy | Continue to Conduct Mystery Information Surveys Quarterly at a Minimum, Publish Results to Primary Staff, Isolate Problem Areas and Work with Individual Supervisors to Correct Problems |
| **Work and Job Design** | Review for Efficiencies | PIR Efficiencies | Continue to Keep Workforce Involved in finding efficiences, Identify Acceptable Efficiencies and Implement Changes |
|  | Review and Update 50% Job Descriptions | Review and Update 80% Job Descriptions | HRSAT Provides Guidance as to Update of Descriptions and Includes in the Support Forms of Supervisors |

# 417th BSB HUMAN RESOURCES PLAN

## Goals and Action Plans

| | 2003 Goal | 2005 Goal | Action Plans |
|---|---|---|---|
| | Improve Work/Job Design ECI to 3.2 | Improve Work/Job Design ECI to 3.4 | See Above Goals and Action Plans for this Pillar |
| | Continue to Promote Team Approach to Work Accomplishment through Process Action Teams and Special Committees | Continue to Promote Team Approach to Work Accomplishment through Process Action Teams and Special Committees | Develop Team Awards, Include Importance of Teamwork in Supervisory Counseling Sessions, Ensure that Teams are Comprised of all Levels of the Organization |
| **Employee Involvement** | Continue to Promote Employee Involvement in the Strategic Planning Process | Continue to Promote Employee Involvement in the Strategic Planning Process | Solicit Input Prior to Strategic Planning Conference, Utilize APIC Training, Field Input through Directors, Encourage SATs to Include Many Levels in Preliminary Planning Sessions |
| | Increase Involvement ECI to 3.2 | Increase Involvement ECI to 3.4 | Continue APIC Training, Counseling Sessions for Managers Should Include Discussion of Empowerment and Involvement and its Overall Importance to the Organization |
| **Staff Strategic Planning** | 90% Supervisors are APIC Trained | 95% Supervisors are APIC Trained | Continue Annual APIC Training, Enforce Through Individual Development Plans, Performance Counseling, and the Human Resources Databank Once Developed |
| **Recognition** | Achieve 35% Recognition Equitability | Achieve 30% Recognition Equitability | Track Ratio of Monetary Awards to Number Receiving Them, Target Problem Areas and Work with Individual Supervisors to Correct |
| | Improve Recognition ECI to 3.2 | Improve Recognition ECI to 3.4 | See Above |
| | Fully Implement the STAR Award | STAR Award is Reviewed and Modified as Necessary | Task STAR with Development of the MOI and Criteria for the Award, Advertise/Promote Award Throughout all Levels of the Workforce |
| | Fully Implement Employee of the Quarter/Year Awards | Employee of the Quarter/Year Award is Reviewed and Modified as Necessary | Task Customer Feedback Committee with Development of Criteria and Implementation of Program |

# 417th BSB HUMAN RESOURCES PLAN

## Goals and Action Plans

|  | 2003 Goal | 2005 Goal | Action Plans |
|---|---|---|---|
|  | Awards Committee Develops Criteria for Team Award | Team Award is Reviewed and Modified as Necessary | Reactivate the Awards Committee to Develop Criteria and Review Schedule |
|  | Continue to Promote Nominations for USAREUR and IMA Awards | Continue to Promote Nominations for USAREUR and IMA Awards | Increase Awareness of Awards, HRSAT Makes Nominee Recommendations to Directors and Key Process Teams/Support Process Owners |
| **Well-Being and Satisfaction** | Improve Overall ECI to 3.2 | Improve Overall ECI to 3.4 | See All Goals and Action Plans Above |
|  | Improve Focus Group Results to 7.0 | Improve Focus Group Results to 7.2 | See All Goals and Action Plans Above |
|  | Reduce Complaints to Command to <8 | Reduce Complaints to Command to <5 | Promote Mandatory Supervisory and APIC Training for Managers, Isolate Problem Areas and Conduct Counseling/EEO Sensing Sessions for Persistent Problems |
|  | Fully Implement Recommendations of the Health Promotions Council | Continue to Implement Recommendations of the Health Promotions Council | Ensure Maximum Participation of all Council Members, Charter Subsequent PATs, and Ensure Frequent Command Review of Progress |
|  | Complete 70% Asbestos and Radon Abatement | Complete 95% Radon and Asbestos Abatement | Program Surveys in Environmental Program Requirements (EPR), Program Abatement Projects in EPR |
|  | Maintain EEO Complaint Resolution Rates | Maintain EEO Complaint Resolution Rates | Ensure TIPOSH Initial and Refresher, C02 Classes Receive Maximum Participation, Continue EEO Sensing Sessions for Persistent Problems |
|  | Involve STAR in Analyzing Results of the Employee Climate Survey | PATs are Chartered to Correct Recurring Problem Areas | Isolate Problem Areas within Specific Directorates, Conduct Focus Groups and Develop Corrective Action Plans Accordingly |